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Approved For Release 2005/03/24 : CIA-RDP82M00531R000400220011-9

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10 November 1971

MEMORANDUM FOR: Director, INR
Assistant Secretary of Defense/Intelligence
Deputy Director Central Intelligence
Director NSA
Director DIA

SUBJECT : Organization and Management of the U.S. Foreign
Intelligence Community

1. As a result of the President's directive of 5 November 1971 on the same subject, I am disseminating this memorandum in order to provide some initial policy guidance during the organizing phase of my new responsibilities.
2. First, I shall be submitting to the President by 3 December 1971 a plan for implementing the new role which he has assigned to me.
3. Second, I shall continue to look to the USIB for primary support on all matters relating to intelligence objectives, their priorities, intelligence production, and consumer research which may relate to product improvement.
4. Third, I shall look to the Intelligence Resources Advisory Committee (IRAC) and its members as my primary support on all matters of intelligence resource allocation as well as in the preparation of the Consolidated Intelligence Program Budget.
5. Fourth, within the Department of Defense, I shall look to the new Assistant Secretary of Defense for Intelligence, Dr. Hall, as the primary point of contact in all matters relating to intelligence resources activities for which the Secretary of Defense is executive agent as well as all other Defense Intelligence programs.

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6. Fifth, I shall look to the Deputy to the DCI for National Intelligence Programs, Mr. Bronson Tweedy, to coordinate and provide staff support for myself, USIB, and IRAC, including all matters of intelligence resource allocation and preparation of the Consolidated Intelligence Program Budget.

7. Sixth, during the coming months we must put our minds to the preparation of a Consolidated Intelligence Budget and system for resource allocation. It is my plan to work with all community elements in these developments. I want to have IRAC views and when possible concurrence on both policy and implementing directives, embodying such things as guidance, planning, programming, budget preparation and budget implementation.

8. Finally, I see the task of making a system work as dependent on all intelligence program managers. The President has given us the job of making savings while at the same time improving our efficiency and the quality of our product. This will not be an easy task but I know we can do it together.

Richard Helms
Director